

## SERVICE MANAGEMENT AND ITIL 4

**NOTE:** You will be able to find this, and all my previous articles at [www.sm4all.com.au/history](http://www.sm4all.com.au/history)

*This is the first in a series of four postings on some new frameworks and methodologies around Service Management. How do they work together, and what really matters?*

The frameworks under discussion:

1. **ITIL 4**
2. The new DevOps and Agile Service Management
3. Site Reliability Engineering
4. What really matters



I should feel like a veteran of ITILs past! Now we have ITIL 4, I should be able to sit back in my rocking chair and reminisce on the good old days of v2 and v3. What I am seeing instead, is a definite trend in the incarnations of ITIL.

The main trend is the move to a higher level of viewing service management.

**ITIL v2** had 9 books focussed on the various processes and support, required to deliver IT services to the business. There were the famous core 11 processes of Service Delivery (5) and Service Support (6). Each process earned between 20 and 30 pages of detail explanation as to purpose and performance. (NOTE: There are 35 processes across all the v2 books)

**ITIL v3** stepped up a level to introduce the Service Lifecycle, for which the SM processes were used to support the services throughout the stages of this lifecycle. One book for each of these five lifecycle stages. More processes added to the list. Each process considered deserving of 5 to 8 pages of coverage.

Now we have **ITIL 4** which takes another step upward. We reach the Service Value Systems (SVS), which encompasses all matters relating to service management (IT and non-IT). Within the SVS there is the Service Value Chain, where new and modified services pass through 6 activities, in any order, and possibly passing through the same activities more than once. We maintain the 34 processes (now called Practices) of v3, however each now only rates 2 or 3 pages (in the Foundation manual).

I wonder what the next step up will be with **ITIL 5**?

But before I get too far ahead, let's look at ITIL 4. It does contain a lot of great value. Albeit, I think the value is easier understood by veterans of v2 and v3, than might be expected of someone new to the ITIL journey.

## A brief explanation of ITIL 4

ITIL 4 has at its core the Service Value System. This envelops all elements required to move from a Demand or Opportunity, through to delivering Value for the customer. Either the customer, client or community is demanding improvements to existing services, or internally, the service provider sees an opportunity to enhance the service, deliver greater value or reduce cost, and seize a greater market share.

### Looking inside the SVS reveals:

1. The **Service Value Streams** – which is actually many different streams passing through the Service Value Chain (SVC) Activities, in different sequences, as required. The streams plot out a flow of activities to be performed. Remaining agile, the flow is not fixed, but a guideline.

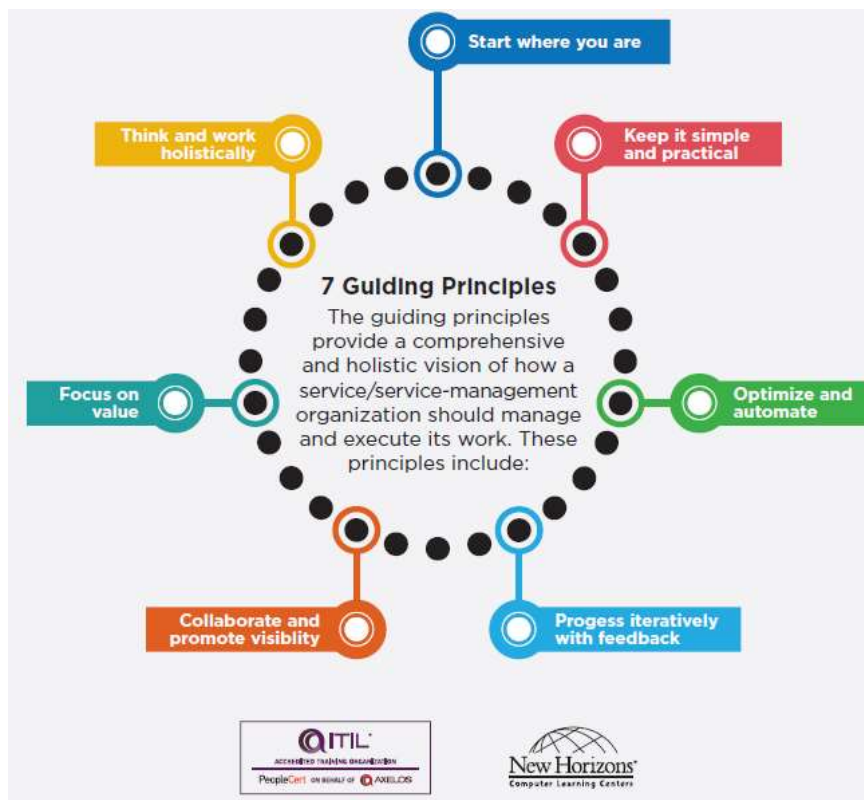
I am compelled here to say that I still believe in the Service Lifecycle of v3 (Strike me down for being a heretic!). The Chain describes what is necessary for enhancements to a service, but you must remain aware of the stage at which an individual service is at, else your Chain flow may not be appropriate. More debate on this to come!

2. **SVC Activities** – each with an objective to contribute to the delivery of value. Each activity can be considered as steps in a stream. Each stream will be unique depending on the type of value being sought. I like to refer to these activities as **PIEDOD** activities. This is not to imply any order, just to make them easy to remember.
  - a. **Plan** – what are we seeking to do, how, and what are the parameters?
  - b. **Improve** – where are we now, where do we want to get to and how do we know we have got there?

- c. **Engage** – with all relevant stakeholders. They are the only ones that can tell us what real value means to them.
- d. **Design and Transition** – how will we deliver the enhancement. This includes all aspects including OCM, testing, security, release, utility and warranty.
- e. **Obtain or Build** – make it happen, ideally as designed, but remaining flexible to the lessons we learn along the way, and
- f. **Deliver and Support** – make the new or enhanced Product or Service available to the customer. There is NO value in any enhancement until the customer starts actually using it.

3. Around the Service Value Chain sits **Governance**. Are we being true to our goals and objectives? Are we applying the Guiding Principles correctly?

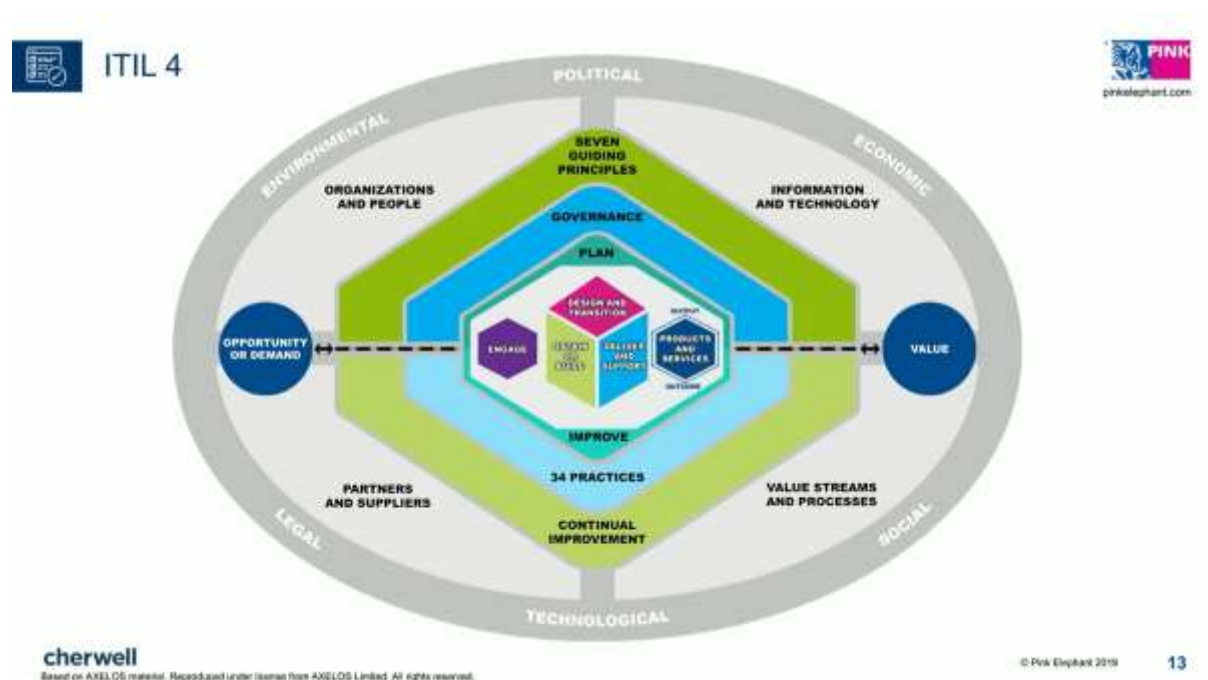
4. **Seven Guiding Principles** (from the Axelos site)



5. The **34 practices**. Key to each practice is to understand its Purpose and Objectives. Each needs to be expanded on in future ITIL 4 publications, and how these practices work together to support each other. (v2 related the core 11 processes quite well)

6. **Continual Improvement** which is everyone's responsibility. We must remain dynamic and press the boundaries to do a better job.
  
7. Add to this the **Four Dimensions** (looking awfully like v3 People, Partners, Processes and Products). Consider this a Balanced Scorecard by which we can assess our services, practices and improvements.
  - a. Organisations and People
  - b. Partners and Suppliers
  - c. Value Streams and Processes, and
  - d. Information and Technology
  
8. And finally, the **External Factors**, the PESTLE, which influence our service strategy from beyond our control. This is all about being a good corporate citizen.
  - a. Political
  - b. Economic
  - c. Social
  - d. Technological
  - e. Legal
  - f. Environmental

I love the picture below, by Pink Elephant and Cherwell, as a means of putting it all together in one, easy-to-read diagram.



See, it is all clear now isn't it?

Well, there is one more thing I just have to add. (You knew this was going to happen)

For ITIL 4, the 34 practices have been sorted into three **management streams**.

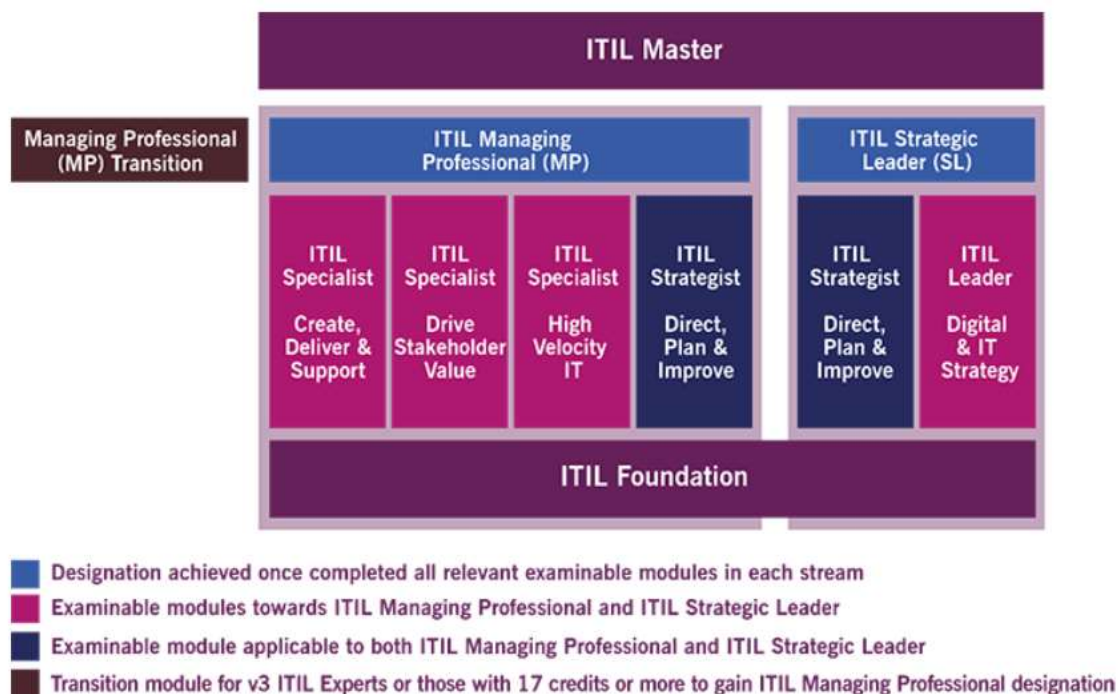
- General – 14 practices that apply to any section of an enterprise
- Service – 17 practices that are IT focused but also applicable in other areas, and
- Technical – 3 practices that are strictly IT related.

Within each of these streams, the practices are listed alphabetically. This leads to my point earlier where the relationships between these practices need to be made clear.

I assume this will happen in future ITIL 4 publications. Speaking of which, I have heard, from totally unreliable sources, that these future publications will be based on the ITIL 4 certification levels, the 5 books covering the intermediary training:

1. ITIL Specialist – Create, Deliver and Support
2. ITIL Specialist – Drive Stakeholder Value
3. ITIL Specialist – High Velocity IT
4. ITIL Strategist – Direct, Plan and Improve
5. ITIL Leader – Digital and IT Strategy

The ITIL 4 Certification path is:



From the DDLS website

As for the individual practices, these will be detailed using on-line publications. In this way, ITIL itself can remain Agile. Posting regular, small updates to the practices as the Service Management world continues to evolve.